

Appendix H: Alignment Sessions

Table of Contents

1. ALIGNMENT SESSION 1: LABOR DISTRIBUTION CURRENT PROCESS - 3/20/07..... 3

2. ALIGNMENT SESSION 2: POSITION MANAGEMENT - 4/10/07..... 4

3. ALIGNMENT SESSION 3: PAYROLL CYCLE, TIME DATA ENTRY - 4/11/07 7

4. ALIGNMENT SESSION 4: EMPLOYEE PERFORMANCE MANAGEMENT, POSITION
CORE COMPETENCIES - 4/24/07 10

5. ALIGNMENT SESSION 5: COST ALLOCATION, ACTIVITY BASED COSTING - 4/26/0716

6. ALIGNMENT SESSION 6: LABOR DISTRIBUTION FUTURE CONCEPTS - 5/8/07..... 17

7. ALIGNMENT SESSION 7: ACCOUNTING STRUCTURE - 5/10/07..... 19

8. ALIGNMENT SESSION 8: REPORTING - 5/17/07 21

1. Alignment Session 1: Labor Distribution Current Process - 3/20/07

Attendees: 22

Prior to the session, a document describing the current processes used for labor distribution was sent out that:

- Highlighted differences between ARMS and IBIS,
- Identified known challenges,
- Included swim lane type process flow charts.

The session objectives were to:

- Gain a basic understanding of the current labor distribution process,
- Agree that the ABT Program has accurately captured and documented the critical the process challenges.

Current Process

Not all County organizations use labor distribution. In ARMS and IBIS, labor distribution is processed differently.

ARMS Labor Distribution - Payroll interfaces costs (salary, benefits & taxes) to the home organization in ARMS. Detailed time by project is entered directly into ARMS. ARMS labor match applies a pay rate to the hours to get the salary amount to distribute to each project coding. Charges for paid time off, benefits and overhead are added using burden rates established for the home organization. Burden rates are applied to total salary charged to the project or organization. Projects must be flagged at set up to indicate that they can be charged the burden amount.

ARMS loan in/out labor creates a reimbursement (negative expenditure) in the home organization transfers cash, if the “home” organization and the charged project or unit are in different funds.

IBIS Labor Distribution - IBIS processes detailed (by project coding) time entry transactions from PeopleSoft Time & Labor to produce charges to the coded organization or project. No IBIS cash reimbursement is needed, since costs are charged directly to the appropriate fund.

Paid time off, which is not charged to a project by entering the project coding on the timesheet is charged to the home cost center. Medical and wage-related benefits are charged to the employee’s home cost center.

IBIS distributes actual paid time off and benefits using monthly General Ledger mass allocations. Overtime is not included in the base for allocations.

The session presentation covered the highlights of the ‘as-is’ document with special attention on the identified challenges. Key topics brought out at the session by the subject matter experts (SMEs) included:

- Realization that different agencies use labor distribution in different ways to meet different business needs,
- Distinction drawn between salary, paid time off and benefits as true labor distribution and application of administrative overhead to salary costs which is really an allocation of overhead,
- Level of detail needs to be at the employee level to accommodate the business reporting requirements,
- Lack of integration between payroll and salary charges to projects with labor distribution generates a lot of administrative work

Unlike the subsequent Alignment Sessions, this meeting did not discuss the future state of Labor Distribution. A second meeting was held six weeks later for that purpose - Alignment Session 6.

2. Alignment Session 2: Position Management - 4/10/07

Attendees: 28

Prior to the session, a document about position management and the work done in 1998 to describe agencies’ unique challenges related to this issue was sent out that:

- Defined position management,
- Described the current County environment regarding position management,
- Listed the capabilities of the PeopleSoft modules.

The session objectives were to:

- Define what position management means and how we can use it to better manage our largest asset, the staff,
- Identify unique requirements and challenges,
- Identify desired overall county approach for implementing position management.

The session covered the following topics:

Current environment:

- ARMS/MSA agencies (excluding Public Health) match positions to people in December as part of payroll reconciliation prior to loading the new budget into the financial system. During the April PSQ budget phase, the match is updated,
- IBIS/PeopleSoft agencies do not use the position management function available in PeopleSoft,

- Any other “position management” is done at the agency level using spreadsheet or database side systems.

Mandate for position management:

- The Dye Management Group, Inc. Quantifiable Business Case dated July 16, 2004 stated that receiving long-term benefits from a PeopleSoft HRMS installation requires that Position Management be activated,
- The ABT Program Charter lists human resources business goals to include implementation of position management,
- Budget system requirements identified by stakeholders include integration with position management data in PeopleSoft for budgeting purposes.

Unique agency requirements and challenges (identified in 1998):

- Budget Office – Be able to compare current position data against “official” budgeted positions as of a certain date at the beginning of the calendar year,
- Labor Relations – Be able to create reports on both budgeted positions and actual positions at any point in the year in order to run “what if” scenarios to cost out proposed (and actual) labor agreements,
- Dual Slotting – Filling positions with temporary workers when a permanent employee is on military leave, health leave, etc.,
- Job titles:
 - Same job title is used for represented and non-represented employees,
 - Same job title is used by different unions,
- “Fluid” assignments:
 - Transit drivers and mechanics,
 - Sheriff’s staffing,
 - Corrections workers.

PeopleSoft Position Management best practices:

- Use the functions within PeopleSoft to establish the hierarchical structure of the approved positions within the organization,
- Other PeopleSoft functions assume that Position Management is used to define the positions and related position attributes; such as skills, department, job code, etc.,
- By using position management organizations can achieve more effective processes and better utilization of the PeopleSoft HCM applications.

Benefits of using Position Management:

- Permits better control and approval processes,
- Creates a reporting hierarchy (reports to),
- Can be used to create Organizational Charts,
- Streamlines data entry by auto populating dept, FTE, shift, etc. (reduces volume and increases accuracy),
- Streamlines creation of job requisitions and requirements by identifying the positions you can recruit,
- Assists with setting up security for the PeopleSoft system,
- Enables the use of FTE budgeting and tracking,

- Provides the ability to track filled and unfilled positions,
- Enables the ability to track changes to positions historically,
- Enables the use of Succession Planning,
- Allows an organization to maintain fewer, more generic, job codes,
- Will be able to use PeopleSoft delivered position reports (e.g. Vacant Positions, Incumbent History, Position Hierarchy),
- Can be used to model potential organization changes.

Full vs. Partial implementation (this is a one time, system-wide decision):

Full implementation:

- All employees must be assigned a position,
- Provides consistency across the system,
- Enhances compliance with hiring policies,
- Provides ability to centrally run reports on all filled and vacant positions in the county,
- Agencies with more “fluid” employees may require “work-arounds” to function efficiently under full implementation of Position Management.

Partial Implementation:

- Hiring or transferring an employee does not require an established position, although business rules can be used to accomplish the same end,
- Unable to prepare an automatic, accurate county-wide report on filled and vacant positions,
- Most organizations use partial implementation to provide more flexibility,
- Features that are available under either full or partial implementation:
 - Ability to have a one-to-one relationship between position and employee and a one-to-many relationship, i.e. pooled positions.
- With a decision for partial implementation, the system can be set up so that agencies without a business need for flexibility can require a position-to-employee match via business rules.

The SMEs raised the following concerns in response to the information provided:

- Need more information e.g.: impacts, to make the decision for full or partial implementation,
- Partial implementation will create more work to monitor,
- May need additional resources for data input,
- Need to know more about flexibility of system,
- Need to know more about what PeopleSoft can do,
- Accommodating student workers and true temps with respect to DRS retirement eligibility payments,
- Implementing a vanilla system that does not meet business needs,
- Not having a system/process that effectively meets user needs/special requirements,
- The level of functionality is already determined in PeopleSoft.

Decisions made:

- SMEs agreed that HR “owns” Position Management,
- When polled about full vs. partial implementation, there was an even split among those who voted.

Given that there were still questions and no consensus, a full vs. partial implementation decision was not made at the meeting. Meetings were held with the agencies that had concerns about full implementation of PeopleSoft Position Management to discuss their needs and the extent to which work-arounds may be needed under full implementation versus how business rules can be applied under partial implementation.

In discussing Position Management with the business process owner, HRD, a decision was made that HRD will define the system functionality and business rules needed to effectively implement position management countywide.

3. Alignment Session 3: Payroll Cycle, Time Data Entry - 4/11/07

Attendees: 26

The purpose of the session was to determine the best support model for an all-county bi-weekly payroll cycle and to determine the County’s vision for employee time entry, capitalizing on the data entered by existing time collection systems. In preparation for the session a white paper was prepared that discussed the current Payroll Cycle and Time Data entry environment.

The session objectives were to:

- Review the current County payroll cycle environment,
- Review and discuss the future county payroll cycle environment (bi-weekly cycle),
- Review and discuss the challenges that will need mitigation as the County moves employees and agencies to the biweekly payroll cycle,
- Review the current County time data entry processes,
- Discuss the vision for the future County time and labor data entry process,
- Provide an overview the PeopleSoft Time and Labor functionality.

Current Process

- Currently, the schedules for when employees need to submit their time worked to payroll administrators are set by and vary across the county agencies depending upon the payroll system,

- The two payroll systems drive different payroll processes. Payroll staffs in the agencies and central payroll operations have different standard practices, procedures and schedules due to the two systems,
- The County has no standard work week,
- For central payroll operations, dual management and special consideration and coordination is required to complete each month's combined payroll,
- There is no consistency in pay period data. MSA's pay period covers a half month number of days (variable dependent on number of days in the month) and PeopleSoft's pay period always covers two weeks (14 days),
- As a result operating two systems on different cycles, the county is faced daily with time spent coordinating, planning and executing payroll related activities.

The session covered the following topics:

Impacts of the Move to the Bi-weekly Payroll Cycle

Employee Impacts:

- Major change for employees that impacts their finances,
- Employees wait longer to receive paychecks, may have difficulties managing finances,
- Employees receive less pay on each check but get 26 paychecks instead of 24 paychecks - annual salary remains the same,
- Employees receive overtime, shift differential and other exceptions for current pay period on current check,
- Employees will have to adjust to a different payday;

Labor Relations:

- Labor Relations will need to bargain the affects of the change to a bi-weekly cycle.

Agency Impact

- Collecting and processing all employee time worked in the pay period within the 13 day lag,
- Several Agencies currently hold overtime earned by employees until the next payday (not allowed in a bi-weekly cycle),
- Modifying Side Systems to handle bi-weekly payroll cycle,
- Interfacing side systems to PeopleSoft.

Countywide Impacts

- County has multiple work weeks that include Saturday to Friday; Sunday to Saturday, Monday to Sunday, etc. that potentially may need to change,
- All time worked in the pay period must be paid within the 13 day lag period,

Financial Reporting

- General Ledger period end closing,
- Potential impact on billings to outside agencies.

Outside agency Impacts

- Timing of employee deduction payments to outside agencies such as Child Support agencies, credit unions, Employee Unions, Union required benefit payments, etc.,

- Department of Retirement Systems reporting and payments,
- Reporting and payments to Labor and Industries, Employment Security, Federal Withholding and Social Security/Medicare.

Time Capture Challenges

- The MSA system is over 20 years old and runs on the county's mainframe therefore most MSA processes involve paper forms, keyed data entry and overnight batch processes,
- There are at least fourteen (14) side systems involved in the employee time capture process at the County,
- Many agencies are using two side systems to capture employee time,
- Most of the side systems have several other functions beside collecting time (tracking work orders, scheduling employees and equipment, tracking projects, etc.).

Follow-up Items Identified during the Session:

- Provide a timeline to Agencies on when labor agreements will be negotiated by Labor Relations to mitigate the impacts of the bi-weekly payroll cycle on employees. Some unions straddle departments -need to keep in mind – Cross Department labor agreements,
- Need to maintain old MSA history that will be used to calculate retro pay. (Currently MSA history is stored in an Oracle data and the history dates back to 2002),
- Need to determine if the County will have multiple FLSA work weeks and if so what day(s) will they begin and end,
- Need to determine the impact overtime when a work week ends during mid shift,
- Need to decide the best model for period ending accounting for the bi-weekly payroll cycle,
- Need to be aware of current Time Capture projects that are moving forward in several agencies,
- Need to review customer billings and real time labor cost information to bill customer prior to labor information being sent to the general ledger,
- Review prior Period adjustments effect on project accounting,
- Need to consider Retro Calculations in Time and Labor process – common in labor negotiations,
- Need to determine who is responsible for maintaining payroll and benefit business rules in PeopleSoft,
- Need to review the Labor Negotiations process to be more timely,
- Need to determine if PeopleSoft can handle holiday bank to be paid at end of career with King County,
- Need to determine if PeopleSoft can issue a warning to an employee if leave balance is not available for SL, VL, comp time, etc. during employee self service time entry,

- Need to review whether Labor Distribution and Payroll Time and Entry are alignment.
- Need to review HR policy decision and determine if the absence request form will be required in the future,-
- Need to review whether absence management policies should be standardized.

Decision Made

The SME's agreed that the ABT Program should move forward with migrating all employees to a common biweekly payroll cycle.

4. Alignment Session 4: Employee Performance Management, Position Core Competencies - 4/24/07

Attendees: 21

The purpose of the session was to achieve a better understanding of competency management, employee performance management, career and succession planning ,and their interconnected relationships with all employees of the County.

The session objectives were to:

- Learn about PeopleSoft functionality as it relates to competency management, employee performance management and career and succession planning,
- To learn about the Executive Branch's "Proposed" Employee Performance and Accountability System (EPAS) Project.

Current County Environment

- Competency Management:
 - There is no consistency within King County Government around competency management,
 - There are multiple job codes for the same classifications,
 - There are position inequities in the same classification,.
 - There is no defined process for correcting/realigning equity among positions with the same classification,
 - There is a lack of a standardized lexicon of common terms related to knowledge, skills and abilities,
 - There is a limited expertise in the county as to how to determine competencies.
- Employee Performance Management:
 - There are no standard processes in place to ensure that all County employees are evaluated on their job performance,

- Performance appraisals are not generally completed for represented employees and not all non-represented employees have their performance consistently evaluated,
- Supervisors do not have effective tools to realize employee performance improvements,
- The performance appraisal and merit pay systems for non-represented employees are linked for many County agencies,
- MSA and PeopleSoft have separate processes for entering merit pay adjustments into each system
- Career and Succession Planning:
 - There currently is no formal career and succession planning process in place for the majority of King County Agencies, other than to meet immediate needs,
 - The workforce in King County is aging. 60% of the county employees are age 45 or older,
 - 30% of the county workforce will be retirement eligible within the next 3-5 years,
 - The majority of the agencies are not currently doing succession planning for other than immediate needs,
 - Agencies do not have the resources or budget to do adequate succession planning,
 - There is inadequate availability of personnel information such as, retirement and turnover statistics.

Improvement Opportunities

- Competency Management:
 - Defined knowledge, skills and abilities and educational requirements for each job classification,
 - Development of a common structure and definition of competencies to drive KSA and competency profiles.
- Employee Performance Management:
 - Implementation of a true “Merit Pay Plan” that unhooks performance appraisal from merit pay,
 - Development of a performance appraisal process which can be used as an effective performance improvement tool.
- Career and Succession Planning:
 - A single HR/Payroll system with online capabilities,
 - Access to HRD Consolidated Data Warehouse (CDW) could provide valuable personnel statistics,
 - Establishment of a mentoring program in context of succession planning throughout the County,
 - Construction of guidelines for succession planning
 - Construction of an online retirement reporting database accessible by the departments and constructed based on departmental requirements,
 - Sharing of resources’ information across agencies,
 - Creation of desk manuals by function.

Workforce Management Benefits

- Competency Management:
 - Reduced process turnaround time,
 - Greatly improves efficiencies,
 - Improves accuracy,
 - Improves consistency,
 - Greatly improves quality of hire,
 - Achieves higher retention levels due to better job matching to applicants.
- Employee Performance Management:
 - Fairness,
 - Increased productivity,
 - Rewarding of true outstanding performance, rather than length of service.
- Career and Succession Planning:
 - Ensure that as the county workforce changes, critical knowledge is effectively maintained as necessary to meet business needs,
 - Consolidated employee data,
 - Better workforce, employee morale,
 - Better organization and planning capabilities,
 - Better management of workforce,
 - Increased efficiencies,
 - Would provide a standardized program across the County.

Employee Performance & Accountability System (EPAS)

The Employee Performance & Accountability System that is now in the process of being designed was also discussed. It will be a comprehensive employee performance management system, along with an associated succession planning system. The new business system will initially cover all employees in the Executive Branch departments. The other branches of government are also participating and reviewing it for its applicability to the unique business needs present in their separately elected branches.

This business process will replace the current performance appraisal and merit pay system in the Executive Branch and is based upon best practice research and stakeholder input. The project is using the Human Resources Unification Program model of collaborating and partnering with stakeholders to design and implement the system. The session presented a valuable opportunity to convey to the SMEs the alignment objective of EPAS and the ABT Program.

PeopleSoft Functionality Overview

Competency Management Functionality

Competencies are defined by position and job:

- PeopleSoft Manage Competencies – Accomplishments: degrees, honors, awards, and licenses. Competencies: knowledge, skills, abilities. Sub-Competencies: behaviors that support competencies.

- Job Profile - define a set of competencies, sub-competencies, and responsibilities that apply to workers in the same job, job family, position, or salary grade,
- Rating Models - define the values used to measure the level of performance or proficiency so you can define different rating models for different competencies,
- The Competency Library - Build your competency library using online components and import from third party providers,
- Employee Profiles - Track and rate employee skills, abilities, knowledge and assign levels of proficiency; record degrees, licenses, honors and awards,
- Self Service - Employees can add and update their own competencies and accomplishments; managers approve and/or add competencies and accomplishments for their employees,
- Gap and Match Analysis - Search and match employees and applicants to a set of competencies and/or accomplishments required for a job or project team.
-

Performance Management Functionality

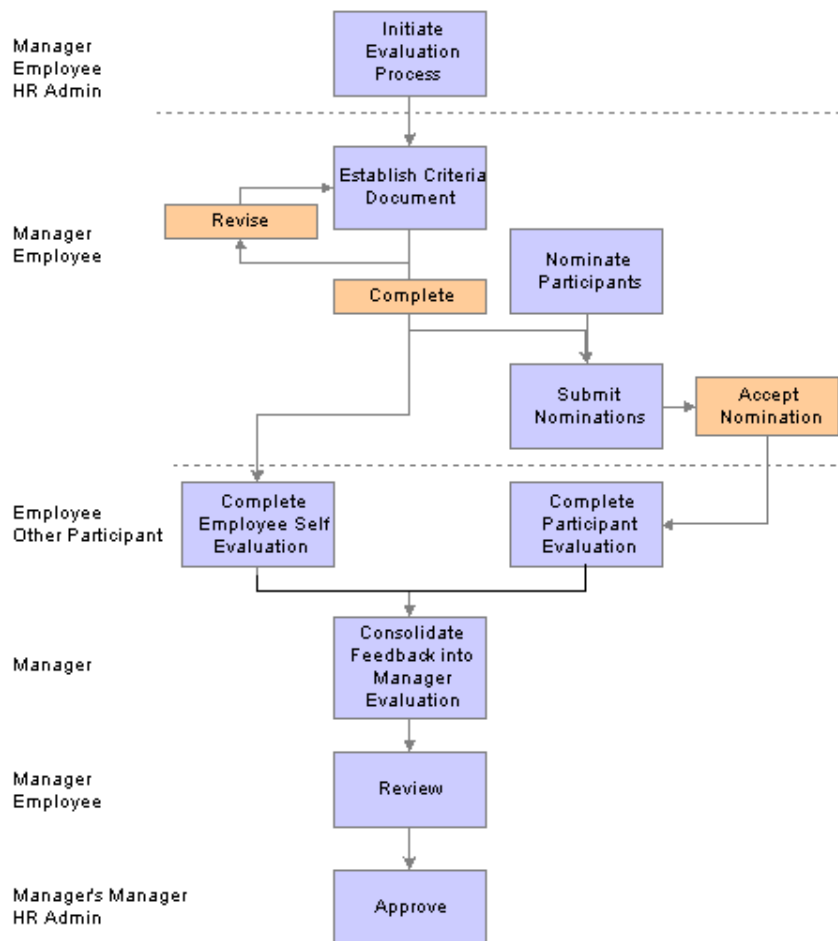
Position management structures can be used to support the Employee Performance Management processes.

- PeopleSoft ePerformance:
 - Using Self-Service employees and managers collaboratively plan performance, behaviors and competencies,
 - Link strategic enterprise objectives to employee performance results and goals,
 - Track performance progress throughout the performance period,
 - Leverage HR writing tools, such as Results Writer, Language Checker, Spell Checker, and Development Tips,
 - Rate and weight results and competencies by comparing performance ratings and outcomes to job requirements and complete assessments for results, behaviors, and competencies.
- ePerformance features:
 - Configurable document templates. 360 degree or multi-rater selection: Peers, Customers and Mentors,
 - Integration - Core employee data in HRMS. Competency Data. Career and Succession Planning,
 - Competency based people are measured not only on goal attainment but upon the very competencies that are required for their role,
 - Embedded Intelligence - Writing Tools: Incorporate text suggestions into comments. Search for competency and sub-competency performance descriptions. Search for development tips. Search for performance notes. Search for other evaluators'

comments. List other authors who have entered comments. Check language for appropriateness,

- Performance Notes - Employees and the managers can record private, free-format notes at any time during the review period and keep them with their performance document,
- Delivered workflow – configurable to generate notifications of: the availability of evaluations for viewing and update; a change in the status of documents; a request for review; invitations to participate in evaluations; acceptance or declination of invitations.

ePerformance Process Flow



Career and Succession Planning Functionality

Position management structures are used to support the career and succession management processes:

- PeopleSoft Career Planning - Plan careers business process enables you to create default career paths and to design individual career plans for workers in an organization,
- Career Planning – Career Paths - Create a hierarchy or network of jobs. See a logical career progressions and the relationship between jobs. Save time when

developing employee career plans. Save time when planning employee successions,

- Career Plans - Use Default Career Paths to generate Employee career plan, then individualize as needed. Rank employee potential. Identify employee preferences for job, location and mobility. Enter short and long-term goals. Identify career mentors. Evaluate strengths and developmental areas – link and transfer employee’s competency data,
- PeopleSoft Succession Planning - The Plan Successions business process in Human Resources enables you to: Identify candidates for key positions; Anticipate organizational bottlenecks, and develop multiple career paths for individuals who are ready for promotion. To start Succession Planning you will: Identify key positions; establish position hierarchies; define job-related competencies and accomplishments for these positions. The succession planning process matches the position competencies with employee competencies to perform succession searches and rankings. Succession Planning integrates with Talent Acquisition Manager so you can identify internal and external candidates for inclusions in a Succession Plan. You can add to the list of succession candidates, if needed. Once candidates are ranked and readiness indicated, you can view the Succession Plan Slate to view the succession candidates in order. Second and third levels display each candidate’s potential successors.

Concerns Raised

- On competency management:
 - Many DAJD employees are required to pass a background check, take a polygraph test and a psychological test before they are hired,
- On employee performance management:
 - Make sure that focus is on a good system design rather than on the implementation software,
 - Need to be real creative in implementing employee performance management. Need to see what works. Do not want to over burden supervisors and employees,
- On the “Proposed” Employee Performance and Accountability System (EPAS):
 - Determine what the EPAS message is to the employee and to a Manager.
 - Consider how to model EPAS behavior and procedures from the top down,
 - Review how EPAS dramatically shift the performance review experience for the manager or employee,
 - Need to focus on development of the reviewer/evaluator,
 - Need to build time into the process for agencies to calculate budget needs for required resources i.e. computers, supervisor training, etc.) and potential overtime pay for the amount of time it would take to do the performance reviews,

- Shop stewards need to be included in the training and orientation session,
- Ensure that business plans and employee performance and accountability factors mesh,
- KCSO, DAJD and DOT: Technology concerns will have to be figured out in order to implement and not all employees have access to computers at work as well as employees have varying computer skills,
- DOT: one supervisor to 100 employees will limit face-to-face contact
- On ePerformance module:
 - Do not know enough about it to decide if it will be beneficial to purchase and use therefore need to gain a better understanding of its full capabilities.

5. Alignment Session 5: Cost Allocation, Activity Based Costing - 4/26/07

Attendees: 19

The purpose of the meeting was to evaluate the current County cost allocations and determine how Oracle and PeopleSoft functionality can meet the business requirements that drive current cost allocations. In addition, Activity Based Costing was identified as a possible improvement opportunity in the Business Operations Model developed by Dye Management.

The session objectives were to:

- Identify opportunities to improve our cost allocations and decide if Oracle Activity Based Management (ABM) functionality will improve our ABC accounting.

Current Process

- Indirect cost allocations:
 - Employee Benefits & Paid Time Off, Agency Administrative Costs
 - ARMS via Burden Rates (applied to direct salary)
 - IBIS via Mass Allocations (direct salary base)
 - Public Health (ARMS processes; various year to date bases)
- Determining Internal Service billings:
 - Central Service Rates - Cost of General Government support activities to County service delivery agencies
- Indirect Cost Plans:
 - Allowable indirect cost rates for use in grant funded activities

Activity Based Costing (ABC)

Many county agencies currently capture ABC information using the existing accounting structures (organization and project) and side systems. At the session an informal poll to determine which agencies in attendance are doing ABC currently; the poll results are:

Agency	% of costs detailed	Notes
DDES	100%	All permits by type and subtype
Mental Health - DCHS	100%	
DCHS remainder	60%	
GIS	100%	
OIRM	100%	
Environmental Health - PH	100%	
Public Health remainder	50%	Need is growing
Superior Court	0%	No need
DAJD	100%	
OMB		Wants agencies to do ABC
WTD	60%	
District Court	100%	Charges out
FBOD	100%	
Roads	100%	Multiple models, much slice & dice
Transit	100%	

Decisions made

Oracle financials will provide accounting structures with functionality that is needed through revisions to the chart of account structure. The ABC module in Oracle Financials may be unnecessary for the County with chart of account changes and implementation of performance measurement capability in the new budget system. There was recognition that much of the statistical information needed to use ABC to its fullest will not be housed in the financial systems.

Further discussion is needed about additional tools to align ABC information with the budget and performance management system.

Next Steps

Design and coordinate with budget process and performance management system.

6. Alignment Session 6: Labor Distribution Future Concepts - 5/8/07

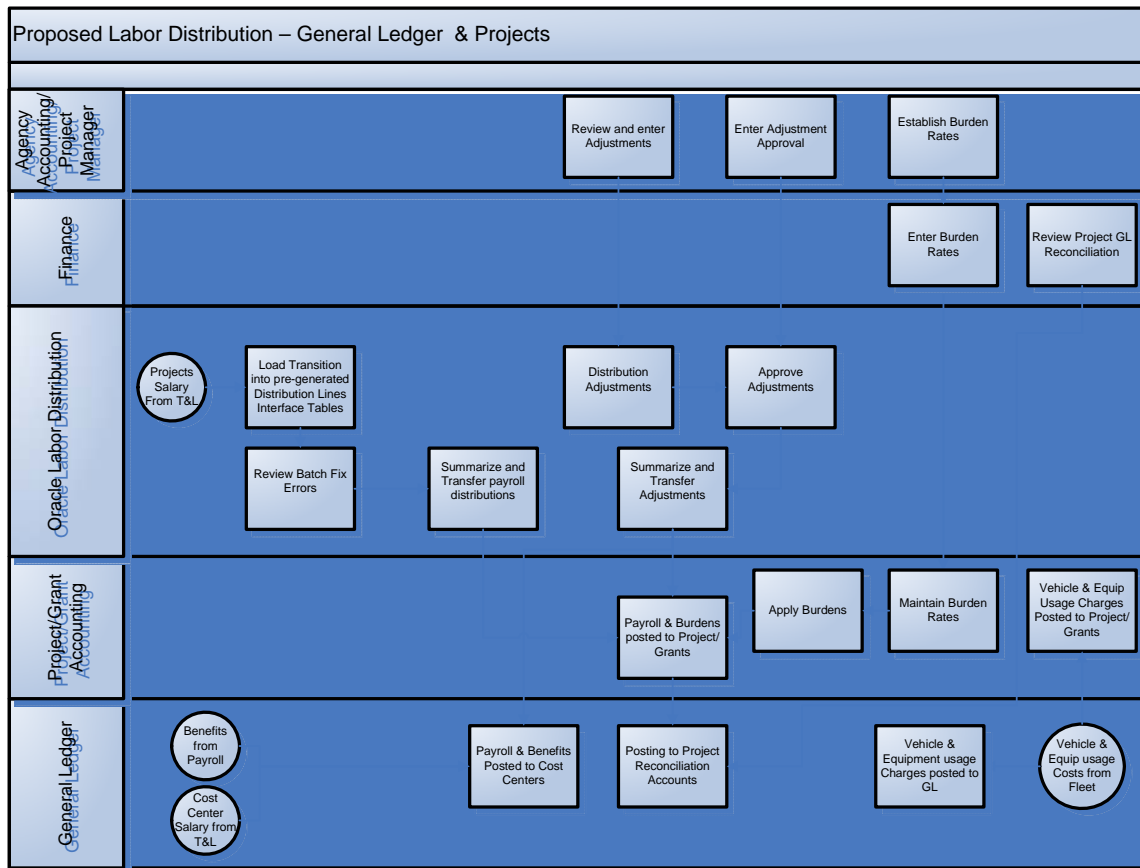
Attendees: 24

The ABT Program needs to develop business processes supported by PeopleSoft HCM and Oracle Financials functionality that address the business need to charge personnel costs (salary and benefits) to more than one organizational unit or project code. The current process is described earlier under **Alignment Session 1: Labor Distribution Current Process.**

The session objectives were to:

- Identify Labor Distribution options,
- Define a proposed Labor Distribution process,
- Identify issues, benefits, risks, and challenges.

Proposed Labor Distribution Process Flow



Issues, benefits, risks, and challenges:

- Suggestion – Have workflow enabled to insure that project coding is capture correctly upfront (during time collection)
- Determine how Position Management will work with Labor Distribution
- Determine who owns Position Management:
 - Associate Funding with Budget Plan
 - Vacancy reporting

- Determine how error corrections be handled and how corrections flow back to the source system,
- Determine requirement of maintaining equipment usage with operator (employee),
- Review Internal Services Fund as it needs revenue not negative expenditure,
- Determine requirement for ability to estimate time/dollars in Time and Labor before payable time is processed by Payroll,
- Determine ability to view pending labor input when evaluating changes in rules (validation),
- Suggestion- Central Place (group) to make coding corrections that flows back to the source systems.

Decisions made

The conceptual actual costing model presented was accepted. There with much discussion about detailed design issues pertaining to changes in business process and capabilities to meet specific business needs.

Next Steps

Design

7. Alignment Session 7: Accounting Structure - 5/10/07

Attendees: 24

The ABT Program must develop an accounting structure that will be the foundation for financial transactions that will either be passed to or created by the Oracle Financials applications.

The accounting structure must be able to support external financial reporting requirements and internal management, budget monitoring and cost accounting requirements.

The session objectives were to:

- Develop a conceptual Oracle General Ledger flex field segments structure (Chart of Accounts) that meets the county requirements for:
 - External financial reporting
 - Cost accounting (including allocations, projects, grants)
 - Management reporting (including budget monitoring)

Current Process

ARMS and IBIS each have different Chart of Accounts structure with different capabilities.

Description	IBIS	ARMS
-------------	------	------

Description	IBIS	ARMS
FUND	5 Alphanumeric use 3 or 4 digits	9 Numeric
COST CENTER (IBIS) LOW ORG (ARMS)	6 Alphanumeric Currently use 4 charter numeric (except for reporting hierarchy)	4 Numeric
ACCOUNT	6 Alphanumeric Only five numeric characters used set, to right justify	5 Numeric
PROJECT	6 Alphanumeric Only use numeric	6 Alphanumeric
TASK (ARMS) SUBPROJECT (IBIS)	4 Alphanumeric	3 Alphanumeric
OPTION (ARMS) PHASE (IBIS)	2 Alphanumeric Currently use only numeric	3 Alphanumeric
GRANT (IBIS)	4 Alphanumeric	None
BOND (IBIS)	4 Alphanumeric	None

Best Practices

Chart of Accounts design principles:

- Do not use a project number GL segment when implementing a separate project accounting module,
- Less is better; eliminate unneeded segments; more segments means more account code combinations.
- Always include at least one field for future use.

There was a good discussion of the opportunities and challenges surrounding a new chart of accounts, including:

- Single County Chart of Accounts
- Additional Oracle capabilities- especially with project and grants accounting modules,
- Interfaces - systems that provide or use financial information contained in Oracle financials will need to be evaluated as to the impact of any changes to the size, format or number of coding block segments,
- BARS - How will we incorporate BARS accounting elements, Expenditure Function, Expenditure Object, and Revenue Account,
- Magnitude of change from current ARMS and IBIS COA - At what point does a new Chart of accounts drive the IBIS agency implementation from a migration to a reimplementation; what is the impact on data conversion during implementation,
- PeopleSoft - Alignment with PeopleSoft organization (cost center hierarchy) – key to Projects, used in workflow approval hierarchies,.
- External Financial Reporting - How will we segregate financial reporting accounting adjustments,
- Numbering Scheme - Contiguous ranges of numbers facilitate set up and maintenance,

- Set of Books – can be used to continue the current practice of a separate (simpler) chart of accounts for District Funds; may need separate Sets of Books for districts that have fiscal years different than the calendar year.

Decisions made:

While a proposed Chart of Account structure was presented, it is too early to reach consensus on an Accounting Structure

.

Next Steps

Convene a Chart of Accounts work group of County staff supported by consulting resources to develop a workable Chart of Accounts structure.

8. Alignment Session 8: Reporting - 5/17/07

Attendees: 27

ABT needs to develop a strategy to address reporting of information generated by PeopleSoft HCM and Oracle Financials.

The session objectives were to:

- Provide overview of current reporting environment,
- Provide overview of available tools in PeopleSoft HCM and Oracle Financials,
- Reporting vision brainstorm.

Current Reporting Environment

Each of the two financial systems (ARMS & IBIS) and the two HR/Payroll Systems (MSA & PeopleSoft) reporting tools are employed to address user reporting needs. Budget reporting is done using information contained primarily in the financial systems.

ARMS Reporting

Standard Reports

- Summary & detail org & project reports.
- Run on request or scheduled for mid-month, end of month or annually,
- New reports are infrequent and require ARMS programmer to create,
- Online viewing or printed using INFOPAC report distribution,
- Also published in microfiche format.

Web Reports

- Custom developed reports,
- User enters parameters,
- Summary or detail; low org or project,
- Crystal, Word, Excel or Excel Tabular output formats.

Budget Online Status Reports and Project Summary Reports (BOSS & PWPS)

- Summary predefined mainframe queries.

Access Queries –

- Ad hoc queries using Microsoft Access thru an ODBC connection.
- Source all SQL Server databases of all ARMS transactions & indexes.

IBIS Reporting

Application Queries

- Online queries,
- Summary “balances” with ability to drill down.

Oracle Standard Reports

- Request from menu list,
- Print, view online (PDF files) or export to Excel.

Financial Statement Generator (FSG)

- Super users create reports with report writing tool that uses column and row sets,
- Users request report from menu list.

Static Web Reports

- Custom developed PDF format reports run after each month closes,
- Cost Center or project summary; salary by cost center/pay period,
- Cost center or project transaction detail; salaries by employee, pay type, by day).

Parameter Driven Web Reports

- Custom developed reports,
- Users specify parameters to limit the query.,
- Cost center or project summary amounts or transaction detail; salaries by employee, pay type, by day,
- User selects report output format; Crystal, Word, Excel Tabular or Excel.

Business Objects

- Ad hoc report writer,
- Drag and drop data elements from menus of predefined “universes”,
- Reports can be stored in user libraries for repeated execution or published in a “public” library for all to execute,
- Viewed online, printed or exported to Excel.

MSA Payroll Reports

Standard Reports

- Summary and detailed payroll reports,
- Run each payroll cycle,
- Online viewing or in print using INFOPAC report distribution software,
- Most also published in microfiche format,
- New reports are infrequent and require MSA programmer to create.

PeopleSoft Reports

Pre-generated Reports

- Custom reports generated each time payroll is processed,
- Users request via Web (intranet),
- Reports include: Payroll Earnings; Comp Time Tracking; Employee Hours; worked to date; Leave Balances; Earning and Hours by Time Reporting Code; Daily Time and Labor; Temporary and Term-Limited Employee,
- Reports available back to June of 1999.

Dynamic Reports

- Custom reports users request via Web (intranet),
- User enter parameters define results,
- User selects output format: Crystal Reports; Excel; Excel Tabular; Word.

Recommended Business Practices

- Standard reporting is automatically generated and disseminated based upon standard or on-demand reporting cycles. Information is provided on both demand pull (allowing users to generate and print their own reports) and system push,
- Ad Hoc reporting provides users with the capability to specify report parameters (i.e. time, data type) and drill down to transactional (source) systems,
- Legitimate users should have access to available business performance information without extensive IT assistance based on appropriate security profiles,
- Ability for all users to submit and retrieve data electronically in place so that data is accessible for both finance and business unit analysts to perform analysis from the same set of information,
- Automated gathering of external data aids in business analysis,
- Comprehensive extract tools utilized that enable all end users to easily manipulate,
- Analysts use consistent tools and models across the various units within the firm,
- Clear roles and responsibilities defined for analysts at all business levels,
- Centers of expertise developed around complex analytical techniques,
- Analysis focused on both financial and non-financial performance analysis (financial, production/operations, external analysis, predictive).

Decisions made:

There was consensus that we need to deliver information in multiple ways depending on the purpose and the audience.

All participants were interested in the County establishing a core group of report developer staff (whether central or distributed) that could meet the need of developing new sets of data that would allow end users to make full use of their reporting tools to meet new reporting needs.

One area where strong interest existed was the use of a data warehouse to provide access to diverse data using a common reporting tool.

Next Steps

Design Phase work to identify specific reporting needs and assess which tools best satisfy those needs.